

2023

# Connecticut's Manufacturing Strategic Plan



Connecticut<sup>®</sup>



**Paul Lavoie**

**Chief Manufacturing Officer,**  
State of Connecticut

# A Letter from Connecticut's Chief Manufacturing Officer

It is with great pleasure and pride that we introduce Connecticut's first Manufacturing Strategic Plan.

As your Chief Manufacturing Officer and a member of the Connecticut executive branch of government, I work closely with the Governor and his office as well as all state departments to drive the growth of our manufacturing sector. As you may know, Connecticut is the only state in the U.S. with a Chief Manufacturing Officer. We're also the state's only sector with this role.

Through the Office of Manufacturing, we are working to achieve a set of key strategic initiatives and tactics in pursuit of our vision and mission.

## Our Vision

To make Connecticut the internationally recognized leader in manufacturing through innovation and the growth of our manufacturing base.

## Our Mission

- Increase manufacturing employment to 235,000 by 2033, a 4% annual increase.
- Increase manufacturing annual gross domestic production by 7% to reach 20% by 2029.

This comprehensive strategic and tactical plan aims to strengthen the manufacturing ecosystem through technology adoption, workforce development, and supply chain reinforcement. Together, these imperatives will fuel the effectiveness, efficiency, sustainability, and ultimately the success of the manufacturing sector in Connecticut.

I firmly believe manufacturing is a team sport. So to develop this plan, we met with more than 130 manufacturers, held stakeholder focus groups, talked to trade associations, and connected with thousands of people working in the manufacturing ecosystem. We'll continue to work with all our stakeholders as we implement our tactics, achieve our strategic initiatives, and hit our goals — and we look forward to sharing regular progress reports.

Let's do this! My door is always open, and we welcome your feedback and ideas. I am proud to represent Connecticut manufacturing and look forward to years of success and prosperity for all.

A handwritten signature in blue ink that reads "Paul Lavoie".

# What Manufacturing Strengths Connecticut Can Build On

Connecticut has an enviable array of assets — and a proven track record of success — on which to continue building its reputation as a world-class leader in manufacturing.

## A Legacy of Manufacturing Innovation

So many innovations were — and continue to be — pioneered in Connecticut. In fact, Connecticut has been home to such impressive visionaries as Igor Sikorsky, David Bushnell, Samuel Colt, Charles Goodyear, and the Warner brothers, to name just a few. Among the many things invented here are the Polaroid camera, helicopter, portable typewriter, and Wasp aircraft engine. Plus, we continue to rank in the top 5 in the U.S. for patents!

## A World-Class Array of Industry Leaders

Since the earliest days of this country, Connecticut has been home to some of the world's most innovative manufacturers. Here is just a sampling of the many industry leaders based in Connecticut.



## A Robust Manufacturing Supply Chain

What facilitates the growth of Connecticut's entire manufacturing sector is the breadth and depth of our supply chain. Precision manufacturing has long been a part of our DNA, and more than 4,000+ component manufacturers continue to build our excellence in manufacturing.

## A Highly Skilled and Productive Workforce

All of Connecticut's manufacturers can tap into one of the most attractive talent pools in the country. In fact, our workforce ranks #3 for advanced degrees and #4 in the U.S. for workforce productivity.

## Ongoing Support from State Government

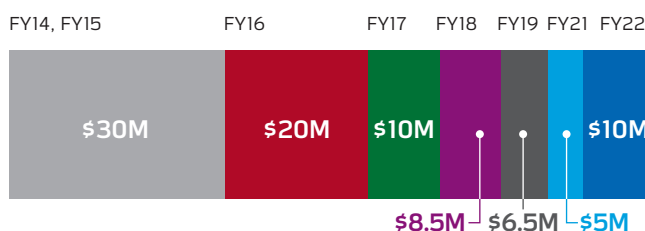
In recognition of the critical role manufacturing plays in our state's economy, Connecticut has made three key legislative decisions that go beyond "transactional-level" programs to align resourcing on a much larger "transformational-level" scale.

2012: Bipartisan Manufacturing Caucus formed

2014: Manufacturing Innovation Fund established

2019: Chief Manufacturing Officer role created

## \$90M for the Manufacturing Innovation Fund (MIF)



## A Commitment to Collaboration

Our manufacturing sector is also distinguished by the collaboration across industry, government, and education. Some key partnerships include:

**Connecticut Manufacturers' Collaborative (CMC)** — a "single voice" for CT manufacturing advocating for over 1,200 manufacturing companies with tens of thousands of employees

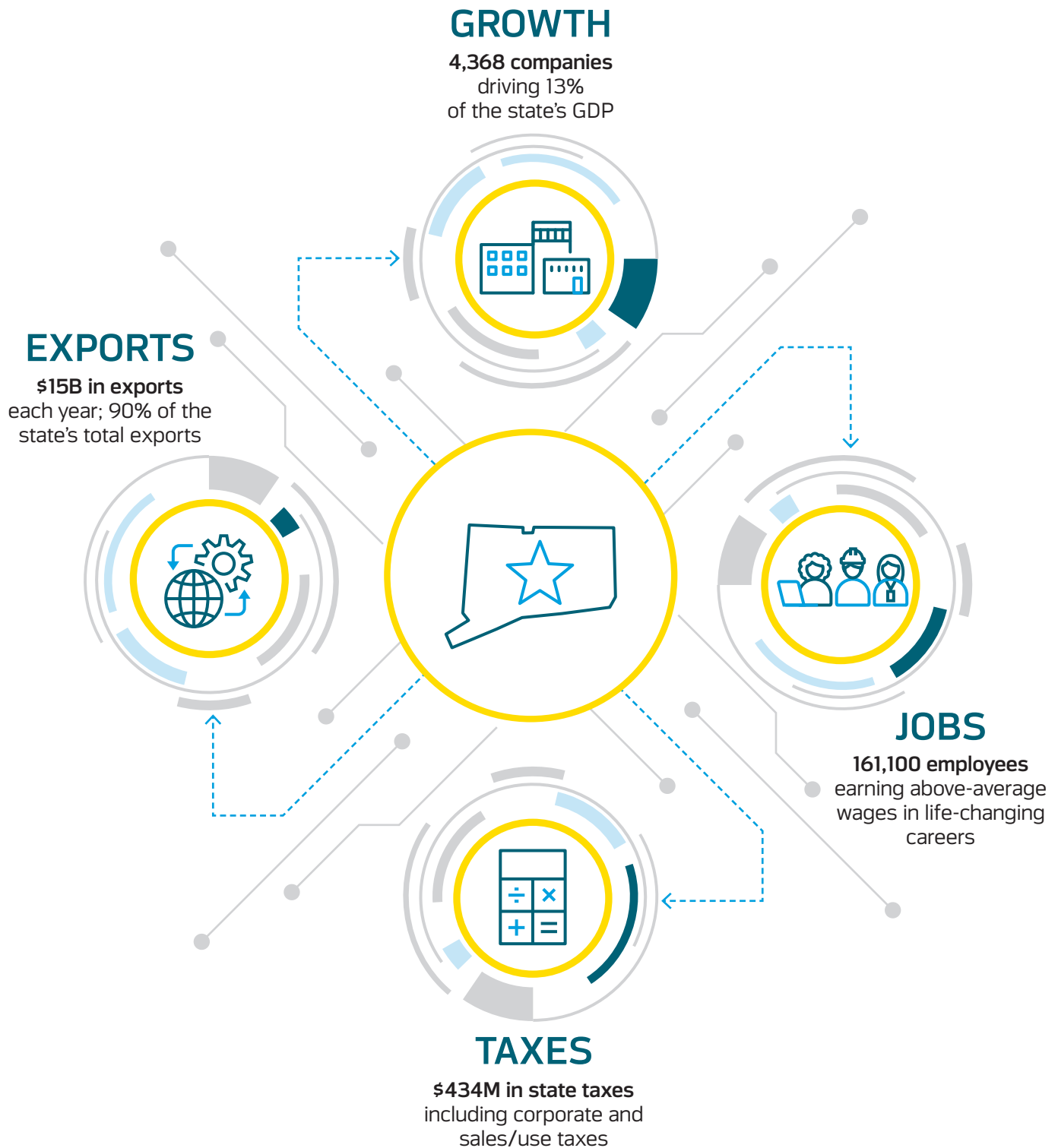
**Regional Sector Partnerships (RSP)** — five manufacturing business partnerships from different labor market regions who address *local* workforce and competitive needs with *local* solutions

**Coordinated Ecosystem of Support** — bringing together the Governor's Office of Workforce Strategy; curricula development for our K-12 schools, 11 community colleges, 20 technical high schools, and the College of Technology; access to a state-of-the-art applied technology demonstration center; and active participation in regional and national manufacturing networks



# Why Manufacturing Is So Critical to Connecticut's Vitality

Manufacturing is a significant driver of Connecticut's growth. Not only do our manufacturers generate \$31B in GDP and \$434M in state tax revenues, they create high-paying careers for workers across the state.



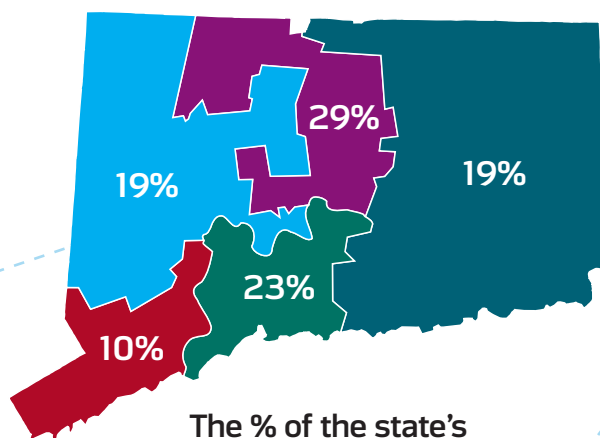


# Who Makes Up Connecticut's Manufacturing Sector

## 4,000+ companies producing an array of components and products

No doubt, Connecticut is one of the world's leading aerospace manufacturers. But that's just the beginning of what we make to support so many different industry sectors.

Our companies manufacture a wide array of products — from medical devices to precision components of all kinds.

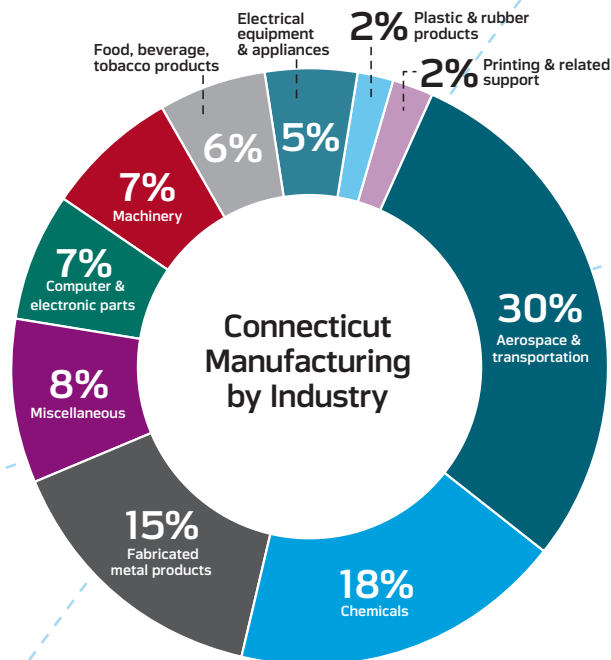


The % of the state's manufacturing employees who live in each region

Source: U.S. Census Bureau, 2021



Source: Bloomberg, 2022



Source: U.S. Bureau of Economic Analysis, 2021

## 160,000+ workers employed in manufacturing all across the state

Manufacturing employs a significant number of skilled workers in every single county of our state. In fact, according to the National Association of Manufacturers' latest report (2021), manufacturing employs nearly 10% of our state's total workforce. Better still, these jobs represent highly paid, highly in-demand career opportunities for our residents.

## Ranked the fourth most innovative state in the country

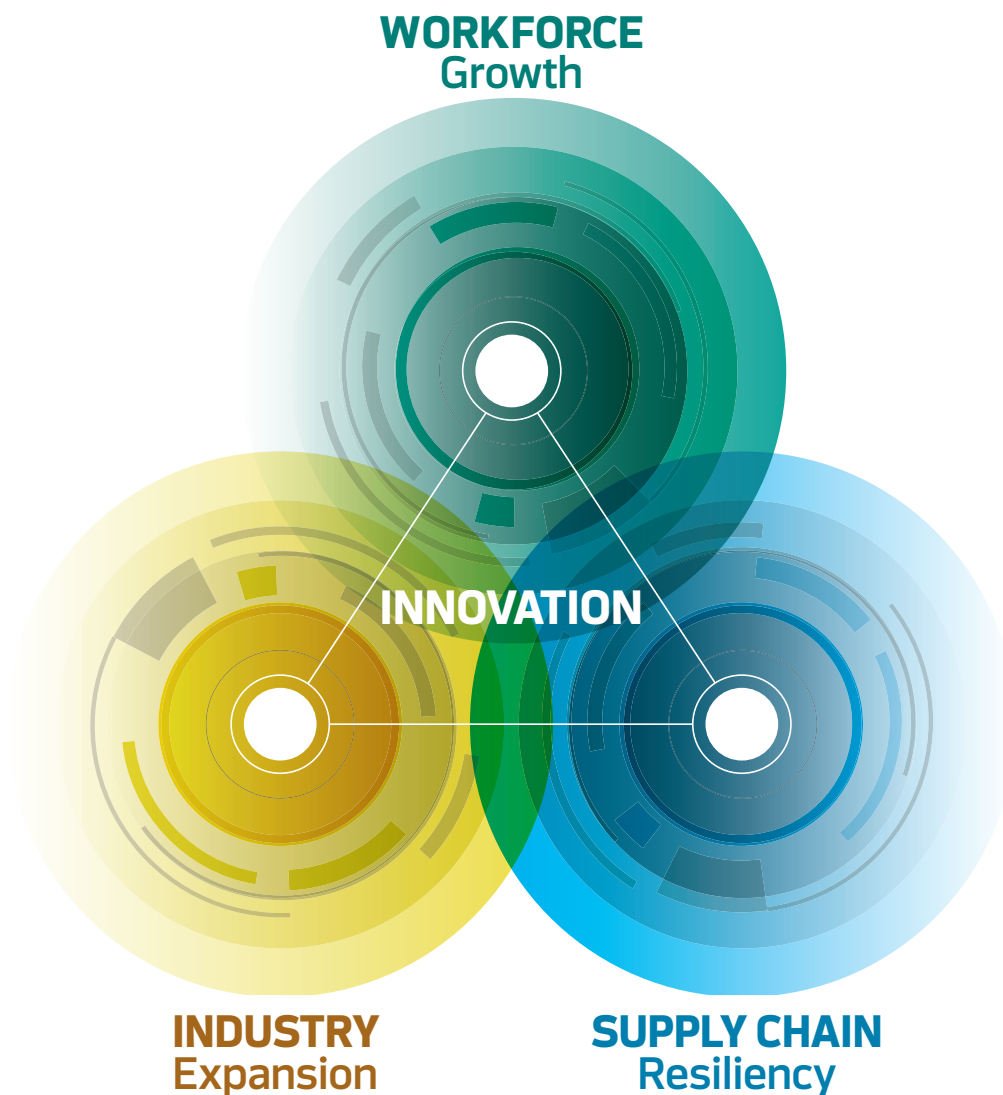
Thanks in part to the ongoing innovations in our manufacturing sector, Connecticut maintained its ranking as the fourth most innovative state in Bloomberg's latest annual State Innovation Index. Top 10 scores for patent activity, productivity, and research and development intensity continue to drive the state's overall ranking.

# How We'll Optimize Our Current Assets— and Advance Our Future Vision

This strategic plan is designed to capitalize on the many enviable assets we already have — while tackling the many real challenges standing in our way of continued success. This ambitious yet achievable plan centers around three key pillars:

1. **To grow and expand our workforce** — already one of the most skilled and productive in the country;
2. **To enhance the resiliency of our supply chain** — already differentiated by the 4,000+ manufacturers operating in Connecticut; and
3. **To expand our industry base** — by fostering both the growth of our existing manufacturers while attracting new companies to make their home in Connecticut.

All of these goals will be propelled forward by our strategic embrace — and skillful implementation — of innovation. It's this perennial drive of Connecticut businesses to both dream bigger and do better that has already ranked us among the most innovative states in the U.S. This is a plan for continuing to position Connecticut as a world-class center of manufacturing excellence.



# Strategic Plan

## Pillar 1:

## Workforce Growth and Development



### THE CHALLENGE

It's a double whammy. More experienced manufacturing professionals are retiring than ever — while there's been a historic lag of new entrants into the field. That makes access to a skilled workforce our single biggest impediment to growth — and attracting and developing talent our plan's most critical strategic pillar.



### THE GOAL

4% annual increase in manufacturing employment.



### THE INITIATIVES

On the pages that follow, we'll detail our plans to:

- Prime the pathway infrastructure
- Change the perceptions of a career in manufacturing
- Leverage innovation to ease the strain on labor
- Build stronger connections between industry and education
- Better communicate our career opportunities to Connecticut youth



## Pillar 1: Workforce Growth & Development (cont.)

### STRATEGIC INITIATIVE 1: Prime the Pathway Infrastructure

Working closely with the Office of Workforce Strategy (OWS), we will continue to build and refine the systems and infrastructure needed to meet the demands for a well-trained labor force. In doing so, we'll align with the findings and tactics outlined in the 2020 Governor's Workforce Council Workforce Strategic Plan.

#### Tactic 1.1 | Eliminate Barriers to Entry (also supporting Pillar 3 Industry Expansion)

Identify barriers to entry for manufacturing workers and advocate on behalf of manufacturers with the Office of Workforce Strategy, Office of the Governor, the legislature, and public and private stakeholders.

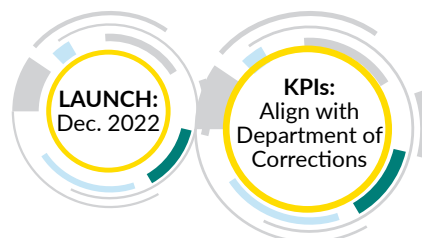
- **Housing:** Advocate for available and affordable housing for manufacturing employees. Help others understand that apartments and condos are not the answer — manufacturing employees need garages for access to their tools and toys.
- **Transportation:** Support better ways to get people from the cities to the suburbs.
- **Urban Alignment:** Develop a plan to help move manufacturing companies back into the cities where more workers are available by May 2023.



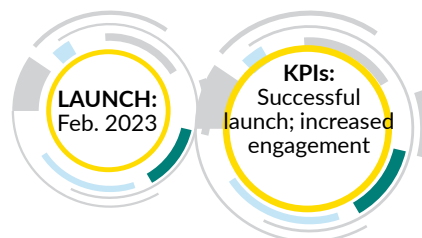
#### Tactic 1.2 | Foster DE&I Programming

Partner with others to drive innovative programs that increase the opportunities for underserved or underrepresented people to enjoy life-changing careers in manufacturing.

- **Vocational Villages program:** Work with the Department of Corrections, Office of Workforce Strategy, and the Office of the Governor to drive programs for second-chance residents to change their lives through manufacturing careers.



- **Women in Manufacturing:** Develop a Women in Manufacturing initiative, in conjunction with CONNSTEP, the Women in Manufacturing association, and the Office of the Lieutenant Governor to increase awareness of manufacturing opportunities and to increase the participation rate of women in manufacturing.

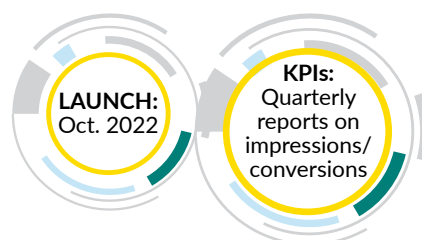


### STRATEGIC INITIATIVE 2: Change the Perception

We'll shift perceptions of manufacturing as dark, dirty, and dangerous to innovative, clean, and safe.

#### Tactic 2.1 | Marketing Campaign

Develop a "Hearts and Minds" paid-media campaign with Connecticut State Colleges and Universities and Office of Workforce Strategy. Align with CareerConnect to drive enrollment to higher ed programs in the manufacturing trades.



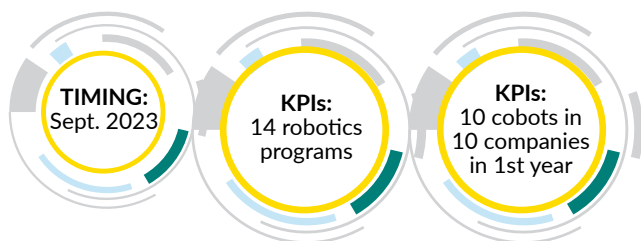
## Pillar 1: Workforce Growth & Development (cont.)

### STRATEGIC INITIATIVE 3: Drive Efficiency and Productivity

Develop Industry 4.0 programs to drive efficiency and productivity in manufacturing, easing the burden for labor to allow manufacturing to continue to grow and thrive.

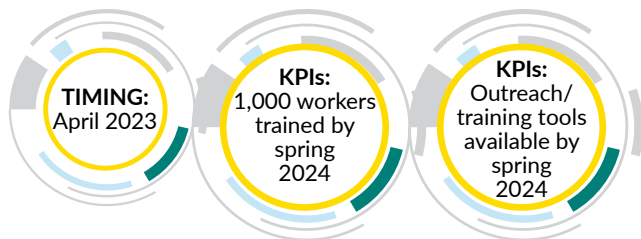
#### Tactic 3.1 | Robots and Cobots 1.0 (supports all three pillars)

Develop an Industry 4.0 robotics program, in conjunction with the Connecticut Center of Advanced Technology and other partners to accelerate the adoption of robotics in the manufacturing sector to help improve efficiency in production and ease the labor needs.



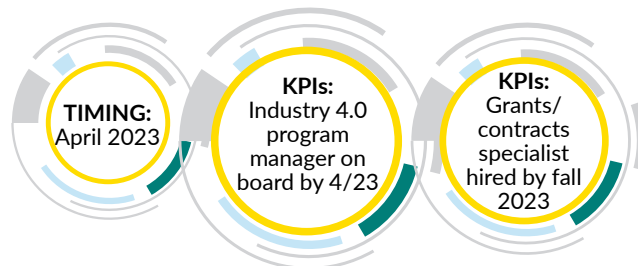
#### Tactic 3.2 | Scaling Model-Based Definition (SMBD) (supports all three pillars)

Co-funded by the Office of Local Defense Community Cooperation and Department of Economic and Community Development, SMBD seeks to accelerate the digital transformation of the Connecticut defense supply base. We will develop online and in-person model-based definition educational opportunities and develop the tools (assessment, outreach, and training) to scale statewide adoption.



#### Tactic 3.3 | Increase Capacity & Expertise (supports all three pillars)

Using federal funding, hire personnel for the Office of Manufacturing with the unique ability to identify and secure state and federal grant funding, support an array of Industry 4.0 initiatives, and stay abreast of trends and opportunities impacting the Connecticut manufacturing ecosystem.

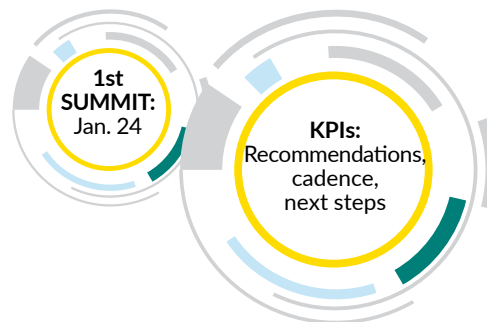


### STRATEGIC INITIATIVE 4: Connect Industry and Education

Work with both industry and education leaders to build programs that develop the workforce we need to meet current and future demands.

#### Tactic 4.1 | Industry & Educator Summit

Recognizing that industry trends can, and should, impact academic programming, bring industry stakeholders and educators (K-12 and higher education) together as a critical first step in creating a nimble manufacturing ecosystem capable of meeting both current and future demands.

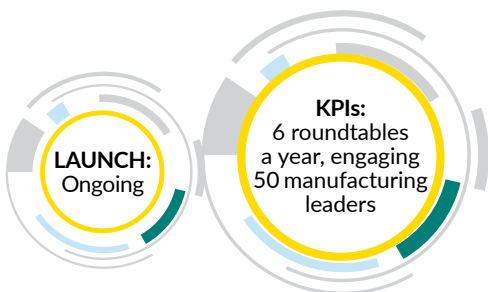


## Pillar 1: Workforce Growth & Development (cont.)

### STRATEGIC INITIATIVE 4: Connect Industry and Education (cont.)

#### Tactic 4.2 | Roundtable Series

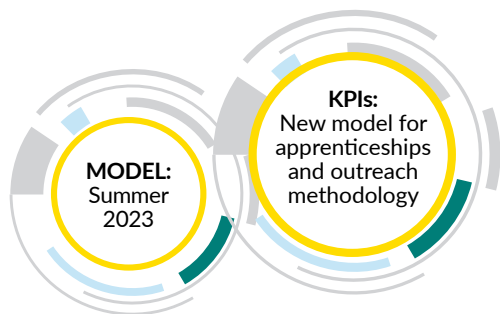
Bring industry leaders and education leaders (K-12, higher education, and alternative training organizations) together in a series of relationship-building roundtable discussions. Ensure industry leaders understand how our education leaders can facilitate growth within the manufacturing sector.



#### Tactic 4.3 | Reimagining Apprenticeship

Apprenticeship programming has been part of the national landscape since the mid-1930s. The Connecticut Department of Labor and the Manufacturing Innovation Fund (MIF), have been administering apprenticeship funding since 2015.

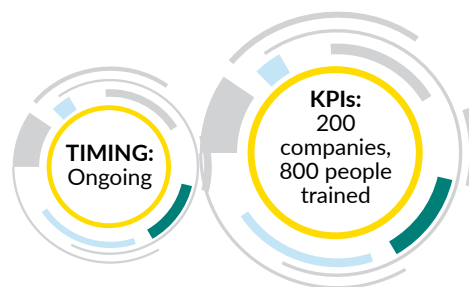
Now, we propose to work closely with the Office of Workforce Strategy, Department of Labor, and Connecticut State Colleges and Universities to build a new apprenticeship model focused on the future needs of employers in key areas of growth – including mechatronics, robotics, and digital transformation.



#### Tactic 4.4 | Incumbent Worker Training (IWT)

The DECD Manufacturing Innovation Fund supports the IWT program, administered by CCAT. IWT provides matching grants for manufacturers with under 300 employees for training their current workforce. Companies can earn up to \$50,000 per year (the average grant is \$7,000) with a lifetime max of \$100,000.

Please note that specific measurements will depend on the amount of funding and will be determined on an annual basis.

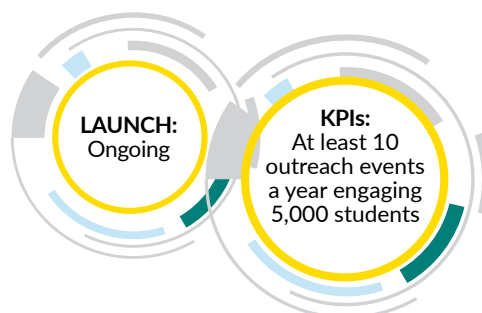


### STRATEGIC INITIATIVE 5: Promote Career Opportunities

Relentlessly communicate the opportunities for life-changing careers and endless opportunities in the field of manufacturing.

#### Tactic 5.1 | Early Access Programming

Work with ReadyCT, Connecticut State Colleges and Universities, Connecticut Technical Education and Career System, and our public education system to identify, drive, and support innovative programs to engage our youth and increase interest in our manufacturing career opportunities. Current programs include Career Roadshows, Manufacturing Month, and College Connections.





# The Call to Action:

## How You Can Support Our Workforce Growth and Development

### Manufacturers

Understand that workforce challenges will persist. Reframe your workforce strategy to include:

- Implementing innovative recruiting techniques
- Creating innovative retention techniques
- Driving innovation to improve productivity
- Engaging with our education system to align workforce needs and priorities

### Educators

Align closely with industry to lean in — and listen to — current and future needs.

- Develop externship programs to get educators in manufacturing companies
- Conduct roundtable discussions to learn needs
- Stay abreast of trends and apprise industry of emerging opportunities
- Develop innovative curricula that meets industry needs
- Access Regional Sector Partnerships (RSP) to conduct roundtable discussion to learn needs

### Partners and Subject Matter Experts

Drive the discussion in the manufacturing sector on how we can work together to address the future workforce needs and demands of industry.

- Develop industry- and educator-led programs to address workforce development initiatives
- Advocate for solutions that create an environment that will attract workers to CT
- Support the Manufacturing Strategic Plan (MSP)
- Develop creative solutions to solve industry workforce challenges
- Coordinate and collaborate with the Office of Workforce Strategy (OWS) on future workforce needs and demand of industry to align and scale program

# Strategic Plan Pillar 2:

## Supply Chain Resiliency



### THE CHALLENGE

Manufacturers have been particularly affected by the ongoing struggles to obtain supplies — thanks to port congestions, transportation issues, production delays, and extreme weather events. Add to these challenges the fact that inflation has dramatically increased the cost of supplies and the result is both supply chain and economic uncertainties.



### THE GOAL

Strengthen our manufacturing supply chain through innovative programs that reduce the cost of doing business — and shorten supply chains.



### THE INITIATIVES

On the pages that follow, we'll detail our plans to:

- Fuel operational efficiency and innovation
- Drive Industry 4.0 adoption

## Pillar 2: Supply Chain Resiliency (cont.)

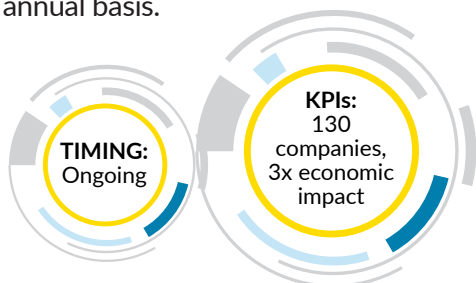
### STRATEGIC INITIATIVE 1: Drive Operational Efficiency and Innovation

Develop and implement innovative programs to support small to medium manufacturers by strengthening their operations to facilitate growth opportunities.

#### Tactic 1.1 | Manufacturing Voucher Program (MVP) (supports all three pillars)

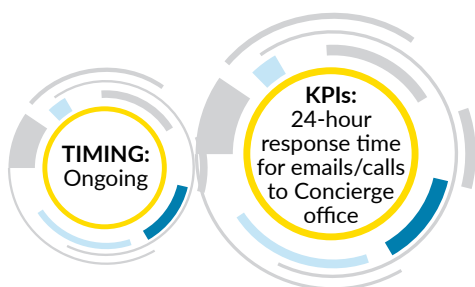
The DECD Manufacturing Innovation Fund supports the MVP with administration provided by the Connecticut Center for Advanced Technology (CCAT). This program enables eligible manufacturers under 100 employees to obtain a matching grant of \$100,000 (average grant of \$55,000) to support supply chain resiliency through equipment purchases and Industry 4.0 initiatives.

Please note that specific measurements will depend on the amount of funding and will be determined on an annual basis.



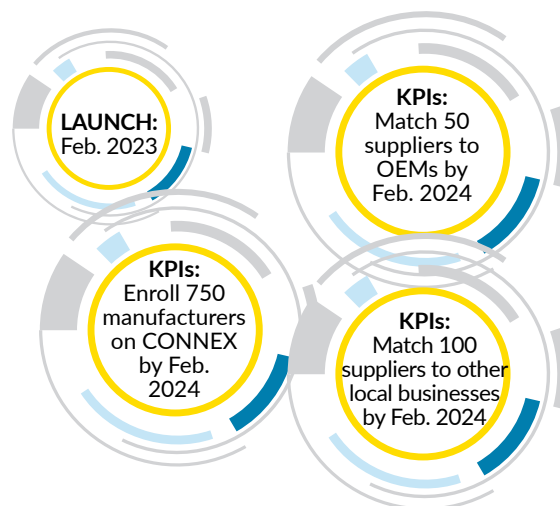
#### Tactic 1.2 | Manufacturing Concierge (supports all three pillars)

Develop and implement a Manufacturing Concierge program to connect our manufacturers to the resources they need to grow their business and enhance the resiliency of their business.



#### Tactic 1.3 | CONNEX™ CT Supply Chain Initiative

Identify, select, and implement a supply chain database platform, in conjunction with CONNSTEP and funded by the DECD Manufacturing Innovation Fund. Leverage this CONNEX platform – and full-time personnel who will provide technical support to manufacturers – to connect the manufacturing community, thereby encouraging business growth and shortening supply chains.



### STRATEGIC INITIATIVE 2: Drive Industry 4.0 Adoption

Develop and support Industry 4.0 adoption programs of Digital Transformation, Additive Manufacturing, Robotics, and Cybersecurity to strengthen small and medium manufacturers.

#### Tactic 2.1 | Digital Transformation Program

Fund and support the Industry 4.0 Digital Transformation program at the Connecticut Center for Advanced Technology.

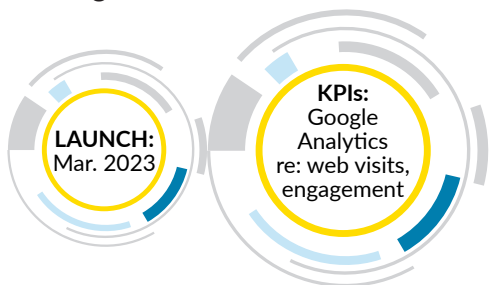




## Pillar 2: Supply Chain Resiliency (cont.)

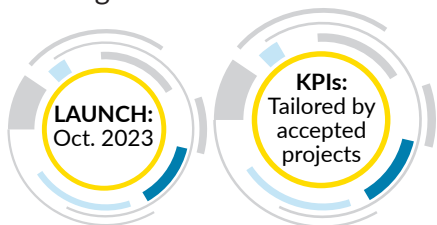
### Tactic 2.2 | Manufacturing Office Website (supports all three pillars)

Develop and implement an Office of Manufacturing website to serve as the central point of communication and information for all manufacturing initiatives.



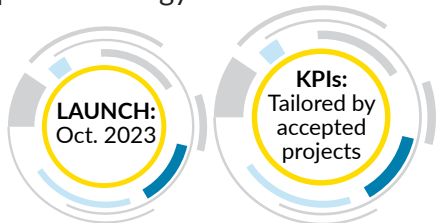
### Tactic 2.3 | Improving Shop Floor Productivity

Work with CCAT, CONNSTEP, and the Connecticut State Colleges and Universities system to develop and support Industry 4.0 programs through the DECD Manufacturing Innovation Fund that reduce the cost of doing business.



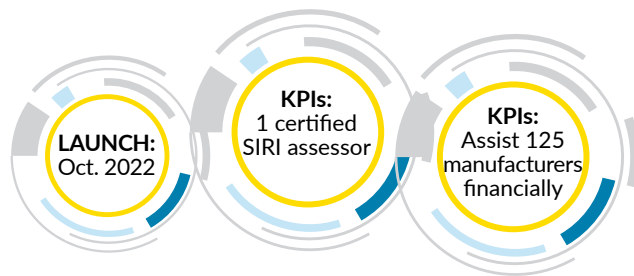
### Tactic 2.4 | Reducing Energy Consumption

Support Industry 4.0 smart manufacturing work being done with CCAT and the University of Connecticut through software programs that maximize machine time and drive down the consumption of energy.



### Tactic 2.5 | SIRI and Cybersecurity Assessment

Provide access to Cybersecurity resources and the Smart Industry Readiness Index (SIRI) assessment — a tool that helps small to medium manufacturers understand their cyber risks. Develop the capacity to help manufacturers create and implement plans that strengthen their technical infrastructure and ultimately achieve Cybersecurity Maturity Model Certification (CMMC).



### Tactic 2.6 | Leveraging Federal Funds (supports all three pillars)

Identify and maximize opportunities from federal programs that impact the manufacturing sector. Optimize any Department of Defense, Department of Commerce, and Department of Energy initiatives and grants that are available to advance the manufacturing sector.

Identify and maximize opportunities from large federal acts, including but not limited to:

- Inflation Reduction Act
- Infrastructure Investment and Jobs Act
- Chips and Science Act



## **The Call to Action:**

# **How You Can Help Enhance the Resiliency of Our Supply Chain**

### **Manufacturers**

Create a culture of innovation to increase productivity, drive down costs, and grow your business.

- Create your profile in CONNEX and get connected
- Drive innovation and the adoption of Industry 4.0 programs in your organization
- Connect with our partners to become educated about how innovation can help you drive down the cost of doing business
- Develop and implement an internal plan for resiliency within your organization

### **Educators**

Develop and implement centers of excellence to help manufacturers learn about innovative new technologies that can drive supply chain resiliency.

- Digital Transformation
- Additive Manufacturing
- Robots and Cobots
- Cybersecurity
- Energy Efficiency

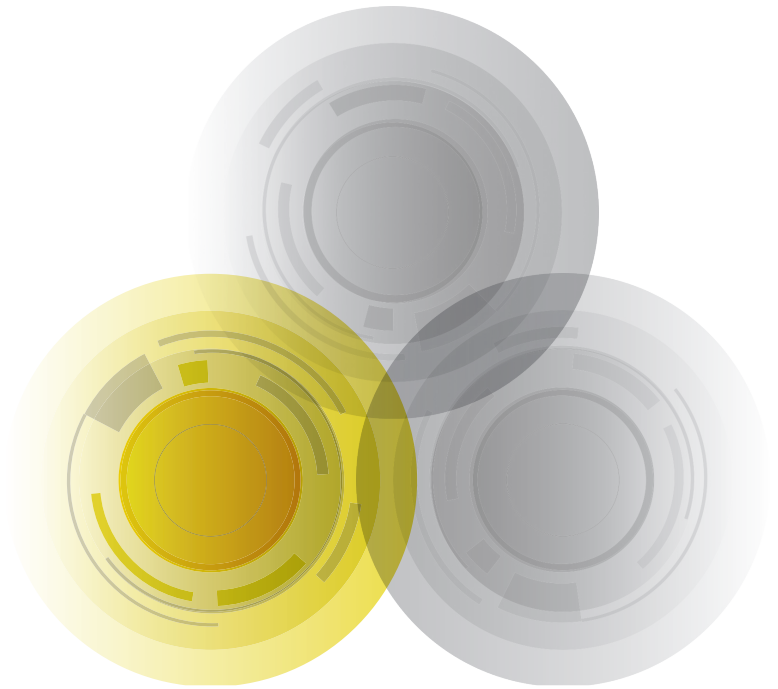
### **Partners and Subject Matter Experts**

Develop and implement centers that encourage the exploration and adoption of new technologies that drive supply chain resiliency.

- Digital Transformation
- Additive Manufacturing
- Robots and Cobots
- Cybersecurity
- Energy Efficiency

## Strategic Plan Pillar 3:

### Manufacturing Industry Expansion



#### THE CHALLENGE

Competition for manufacturing businesses is fierce. Many other states, regions, even cities/towns are offering attractive incentives to woo manufacturers. We need to find the right ways to attract the right types of manufacturers to our state — while motivating our existing manufacturers to continue to grow and expand right here in CT.



#### THE GOAL

Increase the visibility of — and streamline the access to — all the resources CT offers to both attract and retain those types of manufacturers who can best leverage our strengths.



#### THE INITIATIVES

On the pages that follow, we'll detail our plans to:

- Help current businesses grow and thrive
- Attract new manufacturers to CT
- Connect the industry
- Expand demand
- Ensure that the cost of doing manufacturing-related business is regionally competitive

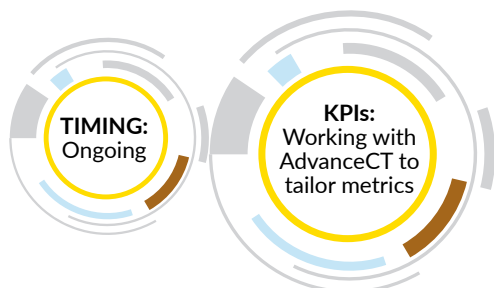


## Pillar 3: Industry Expansion (cont.)

### STRATEGIC INITIATIVE 1: Help Connecticut's Current Businesses Grow and Thrive

#### Tactic 1.1 | AdvanceCT Collaboration

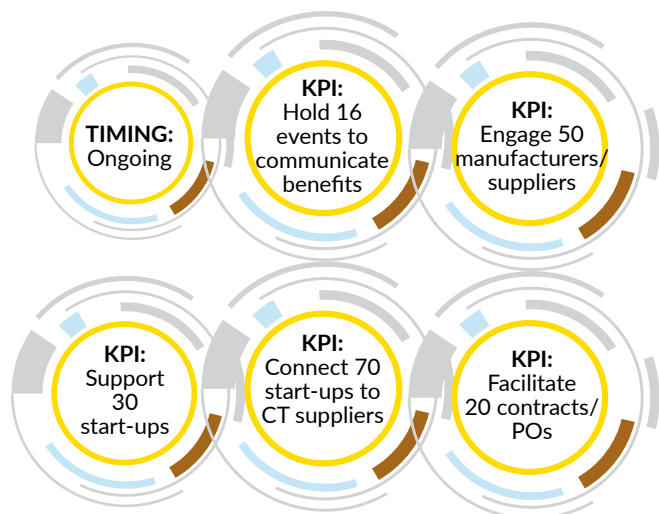
Work closely with AdvanceCT and support their efforts for business retention and expansion in the manufacturing sector. Ensure existing manufacturing businesses looking to grow and expand have the full resources of TeamCT to help them thrive in Connecticut.



#### Tactic 1.2 | Innovator Matching Program

Partnering with CTNext and the Manufacturing Innovation Fund, establish an innovator/manufacturer matching program to encourage the “if we invent it in CT, make it in CT” philosophy.

Hire a full-time manager to facilitate hands-on technical support and process expertise.

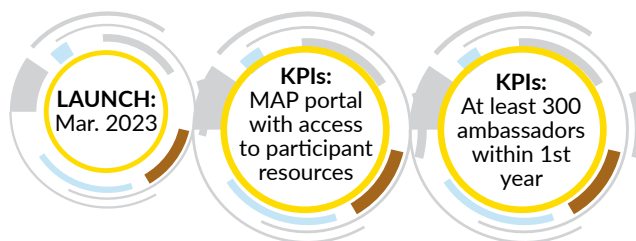


### STRATEGIC INITIATIVE 2: Connect the Industry

(supporting all three pillars)

#### Tactic 2.1 | Manufacturing Ambassador Program (MAP)

Create, develop, and implement an ambassador program to promote manufacturing careers through access to the most current data, hands-on resources, and regular communication with the Connecticut Office of Manufacturing.



### STRATEGIC INITIATIVE 3: Expand Demand

#### Tactic 3.1 | Capitalize on Renewable Energy Sector Expansion

Lead and coordinate the Offshore Wind industry efforts to build out a supply chain, develop a workforce, drive research and innovation, and maximize the opportunities of the Offshore Wind industry across the state.

##### KPIs:

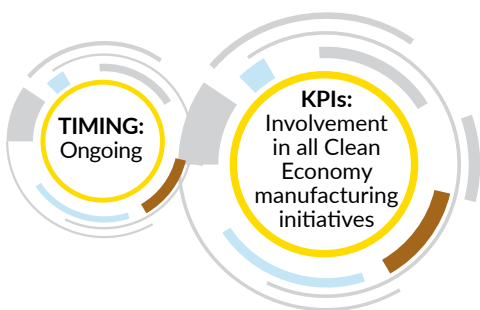
- Hire a statewide Clean Economy Program Manager no later than March 2023
- Lead weekly strikeforce meetings to continue to coordinate resources
- Implement a communication program to ensure CT supply chain is aware of the opportunities. Reach 1,000 supply chain companies by December 2023
- In conjunction with OWS, develop a workforce strategy by June 2023

## Pillar 3: Industry Expansion (cont.)

### Tactic 3.2 | Driving a Clean Economy

Support the Department of Economic and Community Development (DECD) and the Department of Energy and Environmental Protection (DEEP) as we maximize our opportunities to create a Clean Economy. This includes, but is not limited to:

- Offshore Wind
- Hydrogen
- Sustainable Aviation Fuel
- Electric Vehicles
- Energy Storage and Distribution



### Tactic 3.3 | Additive Technology Adoption

Fund and support the Industry 4.0 Additive Manufacturing program at the Connecticut Center for Advanced Technology.



### Tactic 3.4 | Composite Manufacturing Program



Access to the CCAT Advanced Technologies Composites Center, fostering public-private partnerships that further the application of [polymer matrix] materials for manufacturing and research.

# The Call to Action:

## How You Can Support the Expansion of Manufacturing in CT

### Manufacturers

Educate yourself as well as your entire team on all the support available through Team Connecticut to grow your business.

- Engage with AdvanceCT and the Office of Manufacturing to communicate all business retention and expansion opportunities
- Educate your team on future growth opportunities and the potential to expand your business
- Communicate with AdvanceCT about all opportunities for retention and expansion
- Engage with your RSP to participate in a business-to-business led workgroup to address common regional opportunities

### Educators

Develop, implement, and communicate the manufacturing innovation and research capabilities for our manufacturing sector.

- Assist with the growth of existing manufacturers through innovative research and programs
- Become a beacon of light to attract new manufacturers to Connecticut

### Partners and Subject Matter Experts

Work closely with our manufacturing sector to drive retention and growth

- Develop programs to support innovation and growth
- Educate our manufacturers on opportunities for business retention and growth
- Serve as shining examples of Team Connecticut to attract new manufacturing opportunities to CT

# The State of Innovation

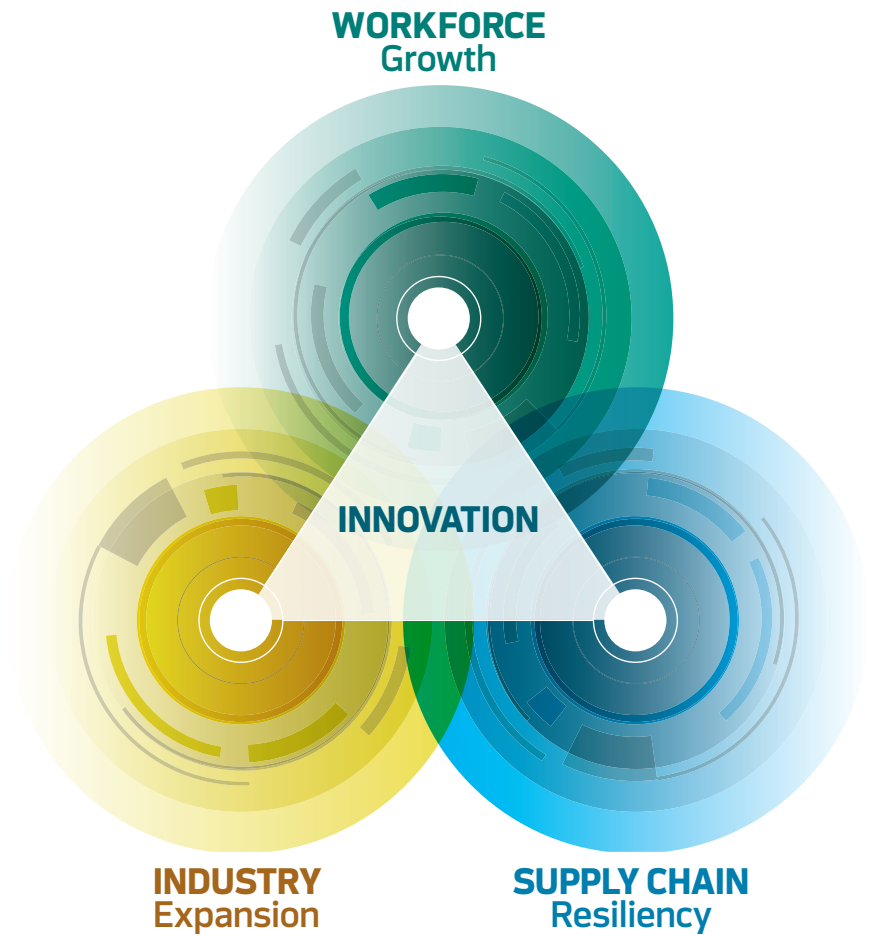
Connecticut's Manufacturing Strategic Plan is built on a platform of innovation. We are the fourth most innovative state in the U.S. — and we need to continue to create and build on our culture of innovation.

## Why It Matters

We are not a low-cost state. So to attract and retain manufacturers, we need to do everything possible to drive down the cost of doing business in Connecticut.

However, we have the opportunity to double down on our strengths to minimize costs while maximizing productivity. We will always face headwinds, but our ingenuity, ambition, and culture of innovation are what make Connecticut a global manufacturing powerhouse.

We innovate in workforce growth and development. We innovate in building resilience in our supply chains. And we innovate in growing our industry. It is this platform that we proudly stand on as we continue to grow manufacturing — providing life-changing career opportunities that promote equity and inclusion, and propelling generational wealth for local families.



## Where We're Going: 2023 and Beyond

**Connecticut is the State of Innovation.** To sustain our global competitiveness, Connecticut manufacturers have to continually embrace transformative change and evolution.

We have two choices: innovate or lose relevancy. This strategic plan for Connecticut manufacturing maps our journey forward as we embark on the next chapter in our state's legacy of innovation.



# Thank You to All Our Contributors

So many partnering organizations, industry leaders, and manufacturing businesses have been instrumental in shaping this strategic plan. Not only have many of those listed below been involved in focus groups to shape our three key strategic pillars, many have shared their businesses' challenges and opportunities to inform our strategies and tactics.

We look forward to continuing to engage with all of you as we progress toward our shared vision of making Connecticut an internationally recognized leader in manufacturing!

## Just a few of the many partners who participated in focus groups:



## Just a few of the many manufacturers who've shared their perspectives:

- Accelaron
- Agri-Mark
- Air Handling Systems
- Albert Bros.
- Alden Tool
- Alliance
- Altek Electronics
- AMCT, Inc.
- American Distilling
- Argo EMS
- ASG Information Technologies
- Ashcroft
- Assa Abloy
- Athletic Brewing Co.
- Atlas
- Barnes Technical Products
- Bauer
- BD
- Beta Shim
- Bevin Bells
- Bigelow Tea
- BioMetrics
- Blackstone Industries
- Bright Feeds
- Budney Aerospace
- BYK
- C. Cowles & Company
- Capewell
- Carlton Industries Corporation
- CEI
- Chabaso Bakery
- Click Bond
- Commercial Sewing
- Connecticut Spring and Stamping
- Corbin Russwin
- Defibtech
- E&J Parts Cleaning
- EBTEC Hanwha
- Electric Boat
- Element 119
- Eljen Corporation
- Enflo
- Ensign-Bickford Industries (EBI)
- Fascia's Chocolates
- Force3
- Forrest Machine
- FuelCell Energy
- GarKenyon
- Goodway Technologies
- Greaves
- Gyre9
- H2Sonics
- Har-Conn
- HOLO-KROME
- HORST Engineering
- Hubbell
- i2Systems
- InCord
- Infinity Fuel Cell
- Joining Industries

## Just a few of the many manufacturers who've shared their perspectives (cont.):

- KUBTEC
- LATICRETE
- Leipold
- LesserEvil Snacks
- Lex Products
- Linemaster
- Lynn Welding
- Manchester Wood Pellets
- Marion Manufacturing
- MB Aerospace
- Medtronic
- Melnick Metal Works
- Metal Finishing Technologies
- Microboard
- Milton & Goose
- Modelcraft Co
- Modern Plastics
- Moore Tool Company
- Mott Corporation
- Nano Solutions
- Naugatuck Glass
- Naverra
- NEAP
- Northeast Quality
- Novo Precision
- Nucor
- Numet
- Nuovo Pasta
- OEM Controls
- Parker Hannifan
- PDC International
- Pepco
- PerkinElmer
- Petro
- Platt
- Prospect Machine Products
- Quality Engineering
- R&D Dynamics
- REM
- Rotair
- Roto Frank
- Sabatino
- Schwerdtle
- SENSORWORX
- Sikorsky
- Sirois Tool
- Specialty Cable Corp
- Straton Industries
- Swistek
- The Lee Company
- The Lighting Quotient
- Thermaxx
- Thule
- Torrington Distributors, Inc
- TP Engineering
- Triumph Manufacturing
- Truelove & Maclean
- TRUMPF
- Unicorr
- UniMetal
- United Steel
- U.S. Button Corporation
- Waypoint Spirits
- Westminster Tool
- Whelen
- Whitcraft
- Whitcraft - Eastford
- Willington Nameplate
- Yankee Casting
- Zendex Tool Corporation

The background is a vibrant blue-to-green gradient. It features several large, overlapping circles with concentric rings inside them, resembling stylized gears or data orbits. These circles are in various shades of blue and green. A network of dashed yellow lines connects small white dots scattered across the page, creating a sense of connectivity and flow.

For more information on Connecticut's  
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